



2013 All Kitchen Cabinet Meeting Notes September 25, 2013

The All Kitchen Cabinet meeting was held to bring members of the Agriculture, Business and Industry, Environment and Local Government Kitchen Cabinets together, as requested by members of the various Kitchen Cabinets. The meeting began with opening remarks by Director Sara Parker Pauley. A summary of her opening remarks are provided below. Robert Stout and Andrea Balkenbush explained the department's Strategic Vision that has been evolving during the past year.

Slides were presented from previous Kitchen Cabinet meetings, illustrating how the different cabinet's priorities differed. (These are shared on the department's Kitchen Cabinet website: <http://www.dnr.mo.gov/kitchencabinet.htm>)

Attendees were provided the opportunity to interact with representatives of other Kitchen Cabinets, with each table having representation from the various cabinets. Each table was asked to address the question: "What are the major natural resource successes of the past 40 years?" Each table reported their results, which are summarized in a table below.

Next, attendees were asked to assume the role of a member of a "Super Commission" for the department. In this role, they were asked "What do you see as the most critical natural resource challenges facing Missouri in the next 10 years?" The summary of each table's answers is provided in a table below.

The challenges that were identified were grouped into 11 separate issues, and each table selected an issue to address. The groups were asked to decide "What is the goal / result of addressing the challenge? How will you approach achieving this challenge? What funding or staff resources will be needed? How will you obtain these resources?" Each group gave a report on their discussion of these questions, summarized in a table below. The group prioritized these challenges, as shown on the slides posted on the Kitchen Cabinet website.

Director Pauley addressed a question regarding the department's relationship with the U.S. Environmental Protection Agency (EPA). She cited remarks made by the new EPA Director, Gina McCarthy that suggest EPA will seek increased engagement with states and more "flexibility" in EPA's approach to environmental protection. EPA's NextGen compliance initiatives appear to be similar to the department's, engaging stakeholders throughout the development of regulation with the objective of developing regulation that is implementable. EPA is also focusing on electronic reporting and public accountability. EPA has started asking for state input and involvement through numerous planning committees.

Various attendees identified what they felt were the gaps in the department's Strategic Vision?

- Lack of focus on economic growth
- Statement that there is lots of State Revolving Fund \$ - SRF is underfunded
- Funds are being spent that don't need to be on efforts that are optional
- Department needs to assess resources and prioritize
- For compliance assistance, interpretive guidance is needed for both businesses and communities
- DNR enforcement is so lax it lacks credibility (ex.: Water and Air permit schedules)
- There is too much enforcement – heavy handed enforcement has people looking over their shoulders
- Keeping the department non-partisan – it would be nice to have a stakeholder process that survives transitions (ex.: Our Missouri Waters is a great idea – needs to be part of the department's culture)
- Interpreting EPA regulations- stakeholders don't know where DNR stands. Need to enforce EPA rules, or DNR advocate using existing wiggle room
- Identify value added by DNR
- Apply Missouri Values to department activities

Attendees were asked to answer several evaluation questions using their Turning Point keypads. These slides have been posted to the Kitchen Cabinet website.

A Summary of Director Sara Parker Pauley's opening remarks:

Director Pauley explained that the Kitchen Cabinets were designed so we could meet with our partners and have substantive discussions about the most important issues we face.

In this meeting, we're going to ask you to approach these issues in a slightly different manner - we're going to ask you to imagine you're the director of DNR. Missouri and Missourians are so diverse that serving them all as well as we can requires strong partnerships with a multiplicity of viewpoints represented.

The roughly 1,800 staff of this department alone cannot support our outstanding State Park System, ensure clean and abundant drinking water for all of our citizens, and provide farmers with all the help they need to keep their soils productive today and for many years to come. We fulfill our mission and accomplish our goals with the help of a group of partners nearly as diverse as Missouri itself.

Each of you here today is an advocate for a group, for a point of view, for a set of goals. Each of you represents an important voice in the conversation; that is why we invite you here. The democratic underpinnings of our republic require citizens to engage with their government. You are joined by your interest in the department and in your advocacy even at times when you may strongly disagree on the issue at hand.

One of the major lessons of the Kitchen Cabinets this year is that there are more commonalities than differences in the things we seek, although you may differ considerably on some things that you advocate.

For nearly 40 years, this department has faced an incredibly wide array of topics, issues and challenges in service to the public trust. While we are responsible to all and we try to listen to all, ultimately, we are left the responsibility to make the hard decisions on land management, permits, priorities and actions, often through the good offices of our volunteer commissions.

We in the department expect to receive criticism as we make these decisions. We know that we are not going to please everyone. We can overcome our challenges only through our commitment to transparency and engagement and that is my commitment to you.

You have heard over the last year that we are transforming the department. The strategic vision that the department has developed positions the department for future success. It takes us from a more programmatic siloed approach by implementing a framework based on coordinated and comprehensive planning within the department and developing more effective external strategic partnerships.

Today, we're going to try to seek common ground and generate ideas and solutions that will serve the public interest by taking advantage of the perspectives and experience represented here. For the next few hours, we're going to ask you to sit in our chairs and assume the roles and responsibilities of the department considering our broad mission and the commitment to the public trust. We're going to ask you to help us reflect upon our past and imagine our future.

I am so glad that you are here today and I hope you enjoy the little adventure we have planned for you. Our staff are here to play a supporting role. Your voices are the ones that matter. Thank you once again for sharing time with us and helping us serve Missouri better.

What are the major natural resource successes of the past 40 years?	
Parks and Soils Sales Tax	CAFO Compliance
Improved Public Environmental Ethos	Reclamation of Previously Mined Lands
Improved Attitude in Regulatory Framework with Stakeholder Involvement	Recycling Efforts – Public and Corporations now Engaged
Major corporations now have their own environmental targets beyond regulatory compliance	Improvements in Air Quality (ex.: unleaded gas)

Active Remediation efforts ongoing	Landfill linings, methane capture
Visibility / Clarity of Water at Table Rock Lake	Increased Awareness of Proper Disposal of Prescription Drugs
Corporations now have Environmental Health and Safety Officers on staff	

What do you see as the most critical natural resource challenges facing Missouri in the next 10 years?		
Rare Earth Minerals / Gas Extraction (ex.: Fracking)	Urban Sprawl / Sustainability	Funding for Natural Resources / Benefits
Agricultural and Municipal Use of Water / Water Supply / Water Quantity	Sustainable Agriculture / Nutrient Management	Lack of Nutrient / Sediment Criteria
Non-Point Source Pollution Management as Impervious Surfaces Increase	Risks from Extreme Weather	New Standards / Water Quality Standards
Fee Issues / Stakeholder Input	Cost / Benefit of Environmental Improvements	Integrating Resource Management
Balance in Land Use / Changes in Agricultural Land Use (ex.: Number of Cattle Decreasing)	Citizen Reaction to Cost / Increased Demands for Infrastructure	Lack of Leadership on managing rivers as whole systems
Flood Risk Reduction	Clean Energy	Holistic View Needed / Regulatory and Funding Silos in DNR
Polarization in Politics	Aging Infrastructure / Funding for Infrastructure Through DNR	Our Missouri Waters / Internal Cultural Shifts at DNR
Waste Disposal	DNR / EPA Priorities Don't Always Align / Federalism	Permitting Emergency Response
Economies of Scale / Water, Waste in Small Communities	New Types of Pollutants Likely Identified	Water Quantity / Balance Cost, Supply/Demand / Balance Recreational and Other Uses
Energy Independence / Uncertainty of Supply / Regulatory Burden / Keep Economy Vibrant	Waste Water / Small Communities / Subdivisions / Metropolitan Upgrades / CAFOs	Water Supply / States Rights Issues / Floods, Droughts
Education of Local Officials and Citizens	Integrating New Technology	Rural Water Systems

What is the goal / result of addressing the challenge? How will you approach achieving this challenge? What \$ / staff resources will be needed? How will you obtain these resources?	
Water Quality / Quantity	Statewide Water Plan
	Ensure all Sectors Involved – all have water demands.
	Review all 66 Watersheds – look at TMDLs, Impaired Waters, etc.
	Communication, Financial Plans and Guidance Documents needed
Resources	General Revenue, Federal \$, Local \$
	Public Involvement in each Watershed / 5 year timeline
Small Communities	Affordable, Technological Solutions re: real problems, science based and doable.
	Flexibility Needed / Flexibility within EPA Regulations
	Work with Local Decision Makers
	Evaluate Environmental and Social Infrastructure
	Asset Management / Partners / Identify Efficiencies
	Advertise Successes to Local Governments and Identify Ineffective Strategies
	Identify Innovative Solutions
	Use Pilot Projects to Test New Technology and New Solutions
	Re-Allocate Resources from Compliance and Enforcement into Innovation
Energy Supply	Goal: Affordable Energy Sources that are Protective of Air, Water, Jobs and Meets Demand
	Prop. C Compliance / Will Increase Local Jobs
	Energy Efficiency (EE) / Building Codes (ex.: Implementation of Building Codes in Top 10 Counties for Growth may Result in EE in 90 percent of Missouri's new buildings.
	EE for Existing Homes / Offices – Need Incentives (PACE?)
	EE in State Buildings, Public Schools
	Rooftop Solar at Military Bases
	Utilities Invest with MEAA Incentives / Apply MEAA to Municipal and Cooperative Utilities
Resources	EE Efforts by Utilities with DNR Oversight
	Leased Solar Panels for Public Schools
	Use Contractors for Evaluations, Monitoring and Verification
	General Revenue / Federal \$ / Utility Taxes / Evaluate Air Fee Structure (ex.: the more complicated the application, or the more pollutants released to the air, the higher the permit cost)

Regulatory and Funding Silos	Holistic Review of Issues Needed
	Sustainable Funding
	There are separate federal laws and funding streams
	Need sustainable funding in addition to federal funds
	Increased use of technology
	PPG opportunities – explore ways to move \$ between silos
	Sunset on Funding (like Parks and Soils Sales Tax – maybe 10 years)
	Move to Super Commission (ex.: MoDOT, where the Commission appoints the Director) with existing commissions as volunteers
Natural Resource Utilization	Goal: Develop Framework of Policy to Guide Extraction in New Technology (ex.: Fracking)
	Cross-media Internal and External Team Needed with Industry in a Collaborative Role Regarding Regulation, Legislation, etc.
	Public Entities Help Promote Missouri's Mineral Resources
Nonpoint Source Pollution	Goal: Improved Water Quality; Decreased Pollution in both Agricultural and Urban Areas / Decrease Nonpoint Pollution to Improve Water Quality
	<u>Agriculture:</u> Increase use of Riparian Buffers / Incentives for Farmers to Offset Cost of Implementation / 20 percent of Parks and Soils Tax to Farmers / 4Rs of Fertilization (Rate, Timing, Placement...?) / Double Fertilizer Tax / Partner with DNR, UMC to Educate Farmers
	<u>Urban:</u> Increase 319 \$ and EIERA \$ / Property Tax for Impervious Surfaces / Education and Research? BMPs (ex.: Bioswales) / \$ for Septic Maintenance
	Meaningful Dialogue Needed between Agricultural Industry and DNR re: urbanized areas, gravel road sources / Find Common Ground, Decrease Polarization / Recognize Economics are a Driver
	Farmers Need to Know What Needs to be Done and Have \$ Available to Help Make It Happen
	DNR should facilitate the conversation / Our Missouri Waters is a tool to help increase the pace of progress
Resources	Increase Water Fees / Spend Efficiently on Permitting and Enforcement / Use Fees Effectively
	Grow Capacity of Water Organizations
	Provide Permanent Funding to Protect Farmland and Water

Extreme Weather Related Incidents	Goal: Decrease Risk and Increase Resiliency After Events
	How does DNR fit in? / Increase Local Planning (ex.: Hollister)
	Identify Other Agency Partners (ex.: SEMA, FEMA, National Guard)
	Identify and Evaluate Unmandated Activities
	DNR Built on Past Experiences During Drought
Aging Infrastructure	Goal: Creating Jobs to Increase Protection of the Environment and Increase Public Safety
	Bring a Group of Partners Together
	Issue Local and State Bonds for State Revolving Fund / Look at Tax Credits
	Build Broad-Based Coalition
	Identify Priorities / What are the Needs, Benefits?
	Cut Nothing / Use Bonds for All Existing Programs
Land Use	Goal: Minimize the Environmental Impact and Increase Environmental Benefits of Current Land Use
	Identify Impacts and Benefits
	Educate Land Users on the Impacts and Benefits – a certain percent will do the right thing
	Involve All Land Users – Owners, State, Public
	Fees – No Increase in Bureaucracy / No Consensus, but think the resources are available
	Identify Other Partners, BMPs
	Educate Partners
	Use Soil and Water \$ / Use MDC \$
	Don't Cut Anything – resources are available